D R A F T – 21 Mar
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TRAINING
TRANSFORMATION

Training Transformation (T2) Assessment Working Group

Joint Assessment and Enabling Capability

Fred Hartman
Dave Baranek

Worldwide Joint Training and Scheduling Conference 2006-1

27 Mar 2006

Agenda

Training Transformation Assessment

- **Introduction to T2 Assessment and JAEC**
- **Goals for this meeting**
- **2005 T2 Assessment (“Block 1”)**
- **Initial metrics for 2007 Assessment**
- **Training events to be assessed**
- **Way ahead**

Why a T2 Assessment?

Training Transformation Assessment

- **The purpose of the T2 Assessment* is to:**
  - **Assess joint training capabilities, T2 integration and management**
  - **Provide feedback concerning how forces are trained in T2 to meet operational needs, now and in the future**
  - **Focus assessments on enhancing T2 joint training initiatives**
  - **Enable continuous transformation of DoD**

*** Source: DoD T2 Implementation Plan, 9 June 2004**

- **The assessment will address three questions:**
  - **How is T2 enabling the readiness of our joint forces to meet operational needs?**
  - **How can T2 programs be better focused on meeting current and future operational needs?**
  - **How can T2 management be made more effective?**

Collaborative process across the training community

2005 Assessment: What We Can Do Better – Management

Training Transformation Assessment

- **Develop an integrated approach for conducting Individual and Collective training**
- **Manage personnel aspects of training to track experience, education, and training**
- **Promote wider use of the Joint Training System**
- **Address other management issues**

2005 Assessment: Way Ahead

Training Transformation Assessment

- **For T2**
  - **Develop assessment framework with common metrics**
  - **Incorporate 2005 assessment feedback into T2 programs**
  - **Provide data collection plan within JTS and JTIMS**
  - **Continue to address critical TC AoA joint training deficiencies (gaps)**
  - **Incorporate resource analysis process**
- **For T2 Assessment**
  - **Prepare JMOs for future cost, schedule and performance assessments**
  - **Focus data collection for Services and COCOMs through JTS and JTIMS**
  - **Provide metrics development process for T2 exercises and individual training**
  - **Institutionalize feedback from Senior Mentors, Staff**

Funding for transformed training depends on effective assessment

Agenda

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Working Group Goals

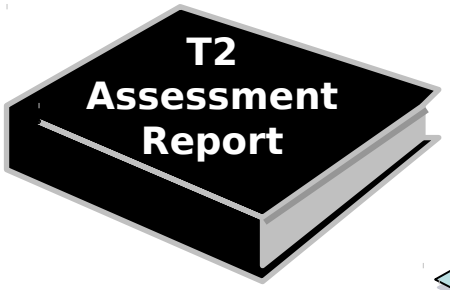
Training Transformation Assessment

1. Identify points of contact for T2 assessment
2. Examine metrics for training assessment
   - Baseline metrics from 2005 report
   - Initial metrics evolving for the 2007 report
3. Nominate representative collective training events for assessment
   - A step toward assessing programs…and broader assessments
4. Identify individual training audiences that will be assessed
   - A step toward assessing overall individual training
5. Provide input for the T2 Assessment Plan
   - JAEC will publish in AUG 2006

Taking the next step, not developing the final answer

Customers for T2 Assessment

Training Transformation Assessment



Congress, GAO, OMB…

Joint Force Trainer

Services

COCOMs

SECDEF

CJCS

Uses include: realigning resources, assessing training effectiveness, supporting readiness assessments, answering inquiries…

Assessments and metrics should support decision-making

2005 T2 Assessment Methodology

Training Transformation Assessment

T2 Objectives → **Attributes of Joint Training** → **Case Studies**

Strengthen joint operations by preparing forces for new warfighting concepts

Continuously improve joint force readiness by aligning joint education and training capabilities and resources with combatant command needs

Develop individuals and organizations that think joint intuitively

Develop individuals and organizations that improvise and adapt to emerging crises

Achieve unity of effort from a diversity of means

Focus on right skills, tasks, learning

Train the right audience

Provide flexible, adaptive, and timely training

Efficiency

Individual
Three JKDDC courses

Collective		
Before T2	Major Exercises	UE Exercises
Start of T2		
T2 Now		
T2 Tomorrow		

Plus T2 I-Plan goals & Key initiatives

2005 Assessment Metrics: Right Skills/Tasks/Learning

Training Transformation Assessment

1. Number of joint programs nominated, reviewed, and accredited
2. Availability of JKDDC courseware on joint and Service portals
3. Percent of Service/component task in joint exercises that match COCOM joint tasks
4. Number of COCOMs providing performance measures to JTIMS
5. Number of JWFC-supported joint training events
6. Percent of JWFC exercises supported by observer/trainers
7. Number of available JKDDC courses

We will update the baseline metrics for the 2007 report

2005 Assessment Metrics: Right Audience

Training Transformation Assessment

1. Implementation and usage of the Joint Training and Experimentation Network (JTEN)
2. Extent of interagency participation in joint exercises
3. Percent of joint staffs trained for deployment
4. Percent of individual augmentees trained for deployment
5. Number of sites and mix of live/virtual/constructive (LVC) technology employed in distributed joint training

2005 Assessment Metrics: Flexible/Adaptive/Timely Training

Training Transformation Assessment

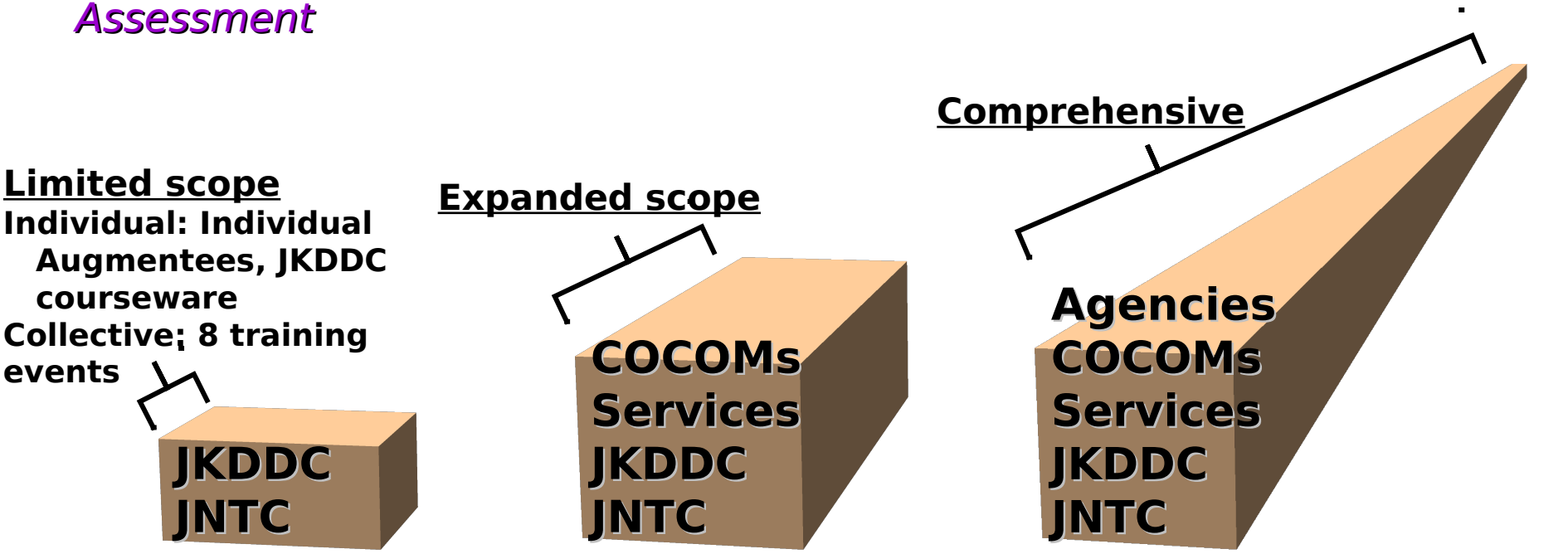
1. Number and timeliness of lessons learned fed back into joint training
2. Availability and use of service knowledge management systems
3. Time to prepare and execute joint exercises
4. Number of reusable learning and/or knowledge objects
5. Individual training in flexibility and adaptability

2005 Assessment Metrics: Efficiency

1. Resources required to conduct joint collective training exercises
2. Courseware development costs

Widening Focus for T2 Assessment

Training Transformation Assessment



Ultimately:

- **Training programs (and all events) evaluated**
- **Evaluations available continuously**
- **Operational effectiveness evaluated, not internal processes**
- **System of systems integrates training / readiness**

Candidate Long-Term Metrics

Training Transformation Assessment

- **Right Skills/Tasks/Learning**
  - **Percent COCOM JMETs trained in joint exercises**
  - **Percent of JMETL missions for which assigned forces are fully trained, partially trained, or untrained**
  - **Training feedback: effectiveness and outcomes**
- **Right Audience**
  - **Number of participants using JKDDC and JNTC resources**
  - **Number of programs accredited and/or certified**
  - **Extent of Reserve Component, Interagency, and International participation in joint training**
- **Flexible/Adaptive/Timely Training**
  - **Amount and timeliness of lessons learned feedback**
  - **Time to fill emerging joint training gaps**
  - **Pre-deployment training at the right time for individual and collective training**
- **Efficiency**
  - **Cost per participant (collective and individual training)**
  - **Percent of training that is**
  - **tion**
  - **vice other (support and**
  - **participant)**

These are a starting point…not carved in stone

Right Skills/Tasks/Learning

Training Transformation Assessment

- Percent COCOM JMETs trained in joint exercises
- Rationale:
  - Indicate degree of COCOM requirements and needs that are addressed in joint exercises
  - Metric matches a performance measure in the UJTL (SN 7.4.2, M3)

Right Skills/Tasks/Learning

Training Transformation Assessment

- Percent of JMETL missions for which assigned forces are fully trained, partially trained, or untrained
- Rationale:
  - Provide a measure of training readiness status
  - Metric relates to measures in UJTL: SN 7.4, M19, 20, 21
  - Possible measure for ESORTS/DRRS

Right Skills/Tasks/Learning

Training Transformation Assessment

- Training feedback – effectiveness and outcomes
- Rationale:
  - Effective feedback systems document how well we are capable of assessing whether the right skills are being learned
  - The ultimate evaluation of training is whether it achieves its intended outcomes
- Measures:
  - Effectiveness
    - Percent of collective training programs that incorporate key feedback features (e.g., Observer/Trainers (O/Ts), After Action Reports (AARs), performance data archiving)
    - Percent of individual training programs that incorporate key feedback features (e.g., performance assessment capabilities, performance documentation capabilities)
  - Outcomes
    - Percent training readiness by mission
    - Percent individual training programs with positive assessments or evaluations

Right Audience

Training Transformation Assessment

- Number of participants using JKDDC and JNTC resources
- Rationale: Addresses the size of the audience
- Measures:
  - Numbers and types of participants that completed a course
  - Numbers of participants in collective training events
  - Additional specific measures will be defined

Right Audience

Training Transformation Assessment

- Number of programs accredited and/or certified
- Rationale:
  - Accreditation ensures joint tasks are trained with appropriate joint context
  - Certification ensures technical aspects support the joint training environment

Right Audience

Training Transformation Assessment

- Extent of Reserve Component, Interagency, and International participation in joint training
- Rationale: Assess our success in assuring that the broader joint training audience is reached - a key QDR requirement

Flexible/Adaptive/Timely Training

Training Transformation Assessment

- Amount and timeliness of lessons learned feedback
- Rationale: Assess how quickly we can adapt to changing requirements for training

Flexible/Adaptive/Timely Training

Training Transformation Assessment

- Time to fill emerging joint training gaps
- Rationale: Assess how well we can adapt to changing requirements for training

Flexible/Adaptive/Timely Training

Training Transformation Assessment

- Pre-deployment training at the right time for individual and collective training
- Rationale: Assess success in getting training to people when they need it
- Baseline for 2005 and measure change in 2007 Assessment
- Measure:
  - Number of days between training and deployment

Efficiency

Training Transformation Assessment

- Cost per participant (collective and individual training)
- Rationale: Assess progress in providing effective training at lower cost

Efficiency

Training Transformation Assessment

- Percent of training that is conducted at home station vice other (support and participant)
- Rationale: Measures the impact that T2 has on PERSTEMPO

Training Activity to be Assessed 2007

Training Transformation Assessment

- Collective Training Events
  - Would like two or more training events; one JWFC-supported and one other
  - Events should be the most significant for joint readiness
  - Consider availability of data for metrics discussed
- Individual Training
  - Request you nominate appropriate training audience (e.g., JTF headquarters staff training)

T2 Assessment Timeline

Training Transformation Assessment

27 Mar 06: T2 Assessment WG at WJTSC

7 Apr 06: T2 Assessment POC provide feedback

28 Apr 06: POCs nominate events for 2007 assessment

- *Continuing coordination*

Aug 2006: JAEC publishes T2 Assessment Plan

Oct 2007: Complete 2007 T2 Report

Take-aways

Training Transformation Assessment

JAEC Contact Information

Training Transformation Assessment

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